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Canada

Directive on the Management of Communications.

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Directive on the Management of Communications

1. Effective date

1.1 This directive takes effect on May 11, 2016.

1.2 This directive replaces the following Treasury Board policy instruments:

- Communications Policy of the Government of Canada (August 1, 2006)
- Federal Identity Program Policy (October 1, 1990)
- Procedures for the Management of Advertising (August 14, 2014)
- Procedures for the Management of Public Opinion Research (August 14, 2014)
- Standard on Social Media Account Management (April 1, 2013)

2. Authorities

2.1 The authorities described in section 2 of the Policy on Communications and Federal Identity apply to this directive.

2.2 The Secretary of the Treasury Board has the delegated authority to amend and rescind the mandatory procedures related to this directive.

3. Application

3.1 This directive applies to organizations described in section 3 of the Policy on Communications and Federal Identity.

3.2 The requirements listed below do not apply to the Office of the Auditor General of Canada, the Office of the Chief Electoral Officer, the Office of the Commissioner of Lobbying of Canada, the Office of the Commissioner of Official Languages, the Office of the Public Sector Integrity Commissioner of Canada and the Offices of the Information and Privacy Commissioners:

- Directive on the Management of Communications: 6.5, 6.10.1, 6.14, 6.15, 6.17, 6.21, 6.24 and 6.42;

- Appendix B: Mandatory Procedures for Advertising: 2.1, 2.2, 2.4, 2.5, 2.6, 2.8, 2.11, 2.12, 2.13, 2.15, 2.17, 2.18, 2.19 and 2.20;
- Appendix C: Mandatory Procedures for Public Opinion Research: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8 and 2.9;
- Appendix D: Mandatory Procedures for Social Media and Web Communications: 2.1, 2.2, 2.3, 2.5, 2.5.1 and 2.5.2.

The heads of these organizations are solely responsible for monitoring and ensuring compliance with this policy within their organizations.

4. Context

4.1 This directive supports the Policy on Communications and Federal Identity, issued pursuant to section 7 of the Financial Administration Act. Under the policy, the communications function is the responsibility of the head of communications of the department.

4.2 This directive describes key requirements for heads of communications, as well as the roles and responsibilities of Privy Council Office (PCO), Public Services and Procurement Canada (PSPC), Service Canada, Global Affairs Canada, and Library and Archives Canada.

5. Objectives and expected results

5.1 The objectives of this directive are outlined in the Policy on Communications and Federal Identity.

5.2 The expected results of this directive are outlined in the Policy on Communications and Federal Identity.

6. Requirements

Heads of communications are responsible for the following:

Managing and coordinating

6.1 Approving communications plans, strategies and products;

6.2

Monitoring and analyzing the public environment as it relates to policies, programs, services and initiatives;

6.3 Developing communications plans and procedures in preparation for emergency or crisis situations;

6.4 Facilitating open and collaborative communications among all employees in their department;

6.5 Collaborating with PCO and other departments on priority initiatives that require input from multiple departments;

6.6 Conferring regularly with regional offices to ensure that communications objectives are met across the country;

6.7 Ensuring that their department does not sell advertising or publish advertisements from a non-government source in its communications products and activities;

6.8 Reviewing all departmental memoranda to Cabinet and Treasury Board submissions to ensure that appropriate measures and adequate resources are recommended to meet planned communications objectives; and

6.9 Avoiding the appearance, real or perceived, of endorsing or providing an unfair competitive advantage to any individual, organization or private sector enterprise in communications products and activities.

Informing the public

Heads of communications are responsible for the following:

6.10 Ensuring that communications products and activities are:

6.10.1 Aligned with the government's priorities, themes and objectives;

6.10.2 Objective and non-partisan;

6.10.3 Clear, timely, accurate, accessible and written in plain language;

6.10.4 Available in English and French;

6.10.5 Developed in a way that considers the information needs of official language minority communities in Canada;

6.10.6 Responsive to the specific needs and interests of regional populations and multicultural and Indigenous communities; and

6.10.7 Cost-effective;

6.11 Using digital media and platforms as the primary means to connect and interact with the public while continuing to use multiple communications channels to meet the diverse information needs of the public; and

6.12 Determining when communications products intended for audiences outside of Canada should also be made available in other appropriate languages.

Federal identity

Heads of communications are responsible for the following:

6.13 Using only versions of the official symbols that are based on the digital master files maintained by the Federal Identity Program;

6.14 Using the Canada wordmark as the global identifying symbol of the government;

6.15 Using the Canada wordmark in association with the appropriate corporate signature in all fields of application;

6.16 Applying alternative forms of identification when the use of the Canada wordmark and/or the appropriate corporate signature is not possible, as with text-only applications or where layout space is constricted, such as with small digital screens.

6.17 Using the Government of Canada signature when two or more departments are involved; in government-wide, national and international activities; or when a department does not have an approved applied title;

6.18 Displaying the official symbols prominently, free from other visual elements and visually conflicting backgrounds; and

6.19 Ensuring that Canada's official languages are represented equally in the department's corporate identity and are treated with equal prominence, including their use of the same colours, style, size and type.

Social media and web

Heads of communications are responsible for the following:

6.20 Overseeing the department's web and social media presence, including approving its social media strategy and official social media accounts; and

6.21 Using the Government of Canada's social media analytics and official web analytics tool to evaluate and optimize the effectiveness of digital content.

Advertising

Heads of communications are responsible for the following:

6.22 Developing the department's annual advertising plan;

6.23 Applying the principles of the Canadian Code of Advertising Standards;

6.24 Complying with the oversight mechanism for non-partisan advertising;

6.25 Ensuring that initiatives that require parliamentary approval or trade deals that require ratification are not advertised until such approval has been received; and

6.26 Determining when advertising initiatives that have a total media buy not exceeding $25,000 can be purchased directly from media outlets.

Managing partnering and sponsorships arrangements

Heads of communications are responsible for the following:

6.27 Ensuring that agreements that govern partnering and sponsorship arrangements clearly outline communications roles and responsibilities of all parties and include corporate identity requirements;

6.28 Ensuring that communications activities and products that are related to partnering and sponsorship arrangements are communicated fairly and equitably;

6.29 Ensuring that advertising or promotional efforts that involve the media are not the primary focus of partnering and sponsorship arrangements; and

6.30 Ensuring that their department does not advertise the commercial goods or services of partners or sponsors.

Media relations and spokespersons

Heads of communications are responsible for the following:

6.31 Designating media spokespersons to communicate with the media in an official capacity on behalf of the department, and ensuring these employees:

6.31.1 Receive training in media relations;

6.31.2 Identify themselves by name and position;

6.31.3 Speak on the record for public attribution;

6.31.4 Confine their remarks to facts concerning policies, programs, services or initiatives;

6.31.5 Respect privacy rights, security needs, matters before the courts, government policy, Cabinet confidences and ministerial responsibilities; and

6.31.6 Respect the Values and Ethics Code for the Public Sector

6.32 Working proactively with the media to promote public awareness and understanding of government policies, programs, services and initiatives.

Subject-matter experts

Heads of communications are responsible for the following:

6.33 Ensuring that when speaking publicly, departmental subject-matter experts:

6.33.1 Identify themselves by name and position;

6.33.2 Speak on the record for public attribution;

6.33.3 Address their remarks to areas for which they have responsibility and expertise;

6.33.4 Respect privacy rights, security needs, matters before the courts, government policy, Cabinet confidences and ministerial responsibilities; and

6.33.5 Respect the Values and Ethics Code for the Public Sector.

Printed products

Heads of communications are responsible for the following:

6.34 Printing communications products based on demand; and

6.35 Approving all volume printing of communications products.

Public opinion research

Heads of communications are responsible for the following:

6.36 Ensuring that all contracted and significant non-contracted public opinion research projects align with the mandate of the department;

6.37 Developing the department's annual public opinion research plan for all contracted and significant non-contracted projects;

6.38 Ensuring that the annual plan:

- 6.38.1 Describes each public opinion research project, including the objective and the intended use of the results;
- 6.38.2 Includes the total contract value, if applicable, including taxes;
- 6.38.3 Indicates whether the project will be undertaken by multiple departments; and
- 6.38.4 Specifies whether a project will be carried out over more than one fiscal year;

6.39 Submitting the public opinion research annual plan and any unanticipated public opinion research projects to the deputy head for approval; and

6.40 Ensuring that resources are not used for public opinion research activities to determine electoral voting intentions, political party preferences, party standings with the electorate, or ratings of the performance of a political party or its leaders.

Consultations and public engagement

Heads of communications are responsible for the following:

6.41 Providing communications advice, support and guidance at all stages of consultations and public engagement initiatives; and

6.42 Ensuring that information about external consultations and public engagement initiatives are posted on the Government of Canada's web presence.

Public events and announcements

Heads of communications are responsible for the following:

6.43 Ensuring that their department does not participate in, or lend support to, partisan events organized for political purposes.

Federal elections

Heads of communications are responsible for the following:

6.44 Suspending advertising and public opinion research activities the day that the Governor in Council issues a writ for a general federal election and resuming only when the newly elected government is sworn into office, unless approved by the deputy head; and

6.45 Suspending advertising activities 90 days prior to a fixed general federal election date.

7. Consequences

7.1 The consequences of non-compliance with this directive are described in Section 7 of the Policy on Communications and Federal Identity.

8. Roles of other government organizations

This section identifies the roles and responsibilities of other key government organizations with respect to this directive. In and of itself, this section does not confer an authority.

8.1 The Privy Council Office is responsible for the following:

8.1.1 Setting broad government communications themes in accordance with government priorities, as determined by the Prime Minister, Cabinet, Cabinet committees and the Clerk of the Privy Council;

8.1.2 Providing leadership, challenge, strategic direction, and coordination of departmental and horizontal communications and consultations activities, including government announcements, crisis communications, public opinion research, advertising, social media, web and digital initiatives; and

8.1.3 Advising departments on government priorities, themes and messages.

8.2 Public Services and Procurement Canada is responsible for the following:

8.2.1 Providing advisory services and technical advice with respect to legislative and policy requirements for advertising, public opinion research and contracting;

8.2.2 Providing advice on public opinion research projects, including research objectives and methodologies and research instruments, as well as government-wide and industry standards;

8.2.3 Developing and updating public opinion research standards for the Government of Canada;

8.2.4 Developing government-wide procurement tools for public opinion research and advertising;

8.2.5 Publishing an annual report on contracted public opinion research projects and advertising activities;

8.2.6 Delivering information sessions and promoting training opportunities to departments about advertising and public opinion research;

8.2.7 Managing the procurement process for all contracted public opinion research and advertising activities, and chairing bid evaluation processes;

8.2.8 Advising departments on the Canadian Code of Advertising Standards;

8.2.9 Assigning project registration numbers for advertising services and ADV numbers for media placements;

8.2.10 Issuing work authorizations and managing the contract with the government's agency of record and advertising technology provider;

8.2.11 Maintaining the Research Information Management System and the Advertising Management Information System (AdMIS);

8.2.12 Developing best practices and tools, including media planning tools, to reach audiences, including Indigenous, ethnocultural and official language minority communities;

8.2.13 Managing the National Master Standing Offer for Government Signage Goods and Related Services and providing technical advice on Government of Canada signage and vehicle markings; and

8.2.14 Managing a central electronic media monitoring service.

8.3 Library and Archives Canada is responsible for the following:

8.3.1 Posting separate English and French final reports and executive summaries for contracted public opinion research on its website.

8.4 Service Canada (principal publisher) is responsible for the following:

8.4.1 Informing heads of communications and senior departmental officials on overall progress and performance of the Government of Canada's web presence;

8.4.2 Administering and managing the Government of Canada's web and social media platform management tools, including licences;

8.4.3 Keeping an inventory of official social media accounts;

8.4.4 Administrating government-wide web analytics;

8.4.5 Ensuring that departments publish mobile applications (apps) on third-party digital distribution platforms according to prescribed processes; and

8.4.6 Publishing and maintaining the Government of Canada's social media and mobile application gallery.

8.5 Global Affairs Canada is responsible for the following:

8.5.1 Providing advice to departments when they plan to advertise in foreign markets.

9. References

9.1 Legislation

- Access to Information Act
- Canadian Charter of Rights and Freedoms
- Canadian Multiculturalism Act
- Department of Public Works and Government Services Act
- Emergency Management Act
- Financial Administration Act
- Government Contracts Regulations

- Library and Archives of Canada Act
- Official Languages (Communications With and Services to the Public) Regulations
- Official Languages Act
- Personal Information Protection and Electronic Documents Act
- Privacy Act
- Public Opinion Research Contract Regulations
- Public Service Employment Act

9.2 Related policy instruments

- Common Services Policy
- Contracting Policy
- Directive on Official Languages for Communications and Services
- Directive on Official Languages for People Management
- Directive on Open Government
- Framework for the Management of Risk
- Policy Framework for Financial Management
- Policy on Acceptable Network and Device Use
- Policy on Access to Information
- Policy on Communications and Federal Identity
- Policy on Evaluation
- Policy on Information Management
- Policy on Internal Audit
- Policy on Management of Information Technology
- Policy on Official Languages
- Policy on Privacy Protection
- Standard on Web Accessibility
- Values and Ethics Code for the Public Sector

10. Enquiries

For answers to questions about this directive, contact Treasury Board of Canada Secretariat Public Enquiries.

Appendix A: Definitions

advertising (publicité)

Government of Canada advertising is defined as any message conveyed in Canada or abroad and paid for by the government for placement in media, including but not limited to newspapers, television, radio, cinema, billboards and other out-of-home media, mobile devices, the Internet, and any other digital medium.

advertising activities (activités de publicité)

Activities related to producing and placing advertising, including campaign planning, creative development, pretesting, production, media planning, placement of advertising and evaluation.

Advertising Management Information System (AdMIS) (Système d'information sur la gestion de la publicité (GESPUB))

A database managed by Public Services and Procurement Canada that contains project information and expenditures on government advertising activities.

ADV number (numéro PUB)

A media placement authorization number issued by the Advertising Coordination and Partnerships Directorate of Public Services and Procurement Canada (PSPC) to a department as confirmation that its advertising creative and media plan comply with government legislation, policies and standards. The ADV number authorizes the Communication Procurement Directorate of PSPC to issue a work authorization to the agency of record to implement the media plan. The ADV number is also referred to as an authorization number.

agency of record (agence de coordination)

A private sector supplier, selected through a competitive process and under contract with the Government of Canada, that negotiates, consolidates, purchases and verifies advertising media time and space for the Government of Canada.

authorization number (numéro d'autorisation)

See ADV number.

Canada wordmark (mot-symbole « Canada »)

The global identifier of the Government of Canada, which is composed of a graphically modified typeface and the flag symbol.

communications product (produit de communication)

Any product produced by or on behalf of the Government of Canada that informs the public about policies, programs, services and initiatives, as well as dangers or risks to health, safety or the environment. Communications products can also aim to explain the

rights, entitlements and obligations of individuals. Communications products can be developed for a variety of media, including print, electronic and recording.

consultations (activités de consultation)

A two-way process that seeks direct participation from the public or specific stakeholders on a range of issues to inform government decisions about policies, programs, services, and legislative and regulatory initiatives, whether in person or online.

corporate identity (image de marque)

The unified manner in which an organization, company or public sector entity identifies its presence and activities. A corporate identity can include elements such as nomenclature, symbols, colour, typography and standards for graphics. The Government of Canada's corporate identity is prescribed by the Federal Identity Program.

corporate signature (signature visuelle)

The combination of the department's approved English and French applied title and the flag symbol or the arms of Canada.

Federal Identity Program (FIP) (Programme fédéral de l'image de marque(PFIM))

The corporate identity of the Government of Canada that ensures that departments, programs, services, assets and activities are clearly identified to the public in Canada and abroad through the consistent use of departmental titles and symbols.

field of application (domaine d'application)

The range of items, intended for internal and external use, that bear the Government of Canada signature or departmental signature and the Canada wordmark, including but not limited to stationery, forms, signage, websites and other electronic communications, communications products, personnel identification and motor vehicles.

head of communications (chef des communications)

The senior executive who is responsible for the management of the department's corporate identity and communications products and activities.

mobile application gallery (répertoire d'applications mobiles)

The inventory of the Government of Canada's mobile applications.

media buy or placement (achat ou placement dans les médias)

The purchase of advertising time or space, e.g., for television, radio, newspapers, magazines, websites, cinemas or out-of-home media.

non-partisan communications (communications non partisanes)

In the context of all Government of Canada communications products and activities, "non-partisan" means:

- Objective, factual, and explanatory;
- Free from political party slogans, images, identifiers; bias; designation; or affiliation;
- The primary colour associated with the governing party is not used in a dominant way, unless an item is commonly depicted in that colour; and
- Advertising is devoid of any name, voice or image of a minister, member of Parliament or senator.

official social media account (compte de médias sociaux officiel)

An account on a social media platform used for official Government of Canada purposes such as communication, service delivery, collaboration and other purposes within the scope of an department's mandate.

official symbols of the Government of Canada (symboles officiels du gouvernement du Canada)

The Canada wordmark, the flag symbol, and the arms of Canada.

on-demand printing (impression sur demande)

Printing communications products, whether using in-house printers or contracted printing firms, when requested by an individual or as the need arises. On-demand printing does not require warehousing.

partnering/collaborative arrangements (partenariats (partenaire) ou ententes de collaboration)

Joint activities or transactions that involve another government, a company, an organization, a group or an individual that has shared or associated objectives, with a written agreement to combine financial or in-kind inputs.

public (public)

All audiences, including employees of the Government of Canada and Canadians living or travelling abroad, who require information about Government of Canada decisions, policies, programs and services.

public engagement (activités de mobilisation du public)

See consultations

public opinion research (recherche sur l'opinion publique)

The planned, one-way systematic collection, by or for the Government of Canada, of opinion-based information of any target audience using quantitative or qualitative methods and techniques such as surveys or focus groups. Public opinion research provides insight and supports decision making. The process used for gathering information usually assumes an expectation and guarantee of anonymity for respondents.

Public opinion research includes information collected from the public, including private individuals and representatives of businesses or other entities. It involves activities such as the design and testing of collection methods and instruments, data collection, data entry, data coding, and primary data analysis.

The following are not considered public opinion research for the purposes of the Policy on Communications and Federal Identity and its supporting instruments:

- Consultations or engagement activities;
- Program evaluation projects included in the Departmental Evaluation Plan;
- Usability testing;
- Behavioural or factual research;
- Literature reviews or reviews of secondary sources;
- Secondary data analysis;
- Factual verification of performance of services or delivery of goods in contract situations;
- Employee exit interviews;
- 360-degree employee-manager reviews; and
- Assessment of training or information sessions, either in person or online.

significant non-contracted public opinion research projects (projets de recherche sur l'opinion publique d'importance qui ne font pas l'objet d'un marché)

Research projects that:

- Support legislation, regulations or litigation;
- Support government or departmental priorities;
- Address the development of new government policies, programs, services or initiatives;
- Touch on issues that are of high public interest or sensitivity; or
- Relate to any other important or high-risk issue.

social media platform management tool (outil de gestion de plateforme de médias sociaux)

A mandatory tool for departments to register and manage official social media accounts on various platforms through a single interface.

third-party distribution platform (plateforme de distribution par des tiers)
A digital platform that allows users to browse and download apps that are developed by third-party providers.

volume printing (impression de masse)
A predetermined number of printed communications products, including publications, that require warehousing. Departments undertake volume printing only in the following situations:

a. A printed version is specifically required under legislation, regulations or parliamentary procedures;
b. The product informs the public about key information related to health, safety or security issues;
c. A printed version is required to meet the specific needs of the target audience;
d. The size or format of the product does not allow for printing using commonly available printers;
e. An existing contract for printing, warehousing or distribution services, put in place prior to the Procedures for Publishing taking effect, cannot be cancelled, or the cost of cancelling the contract exceeds the benefits; or
f. The minister or the person designated in Schedule VI (Part III, Column II) of the Financial Administration Act requests the printing.

web presence (présence Web)
The user-centric, mobile-optimized website that organizes Government of Canada content by themes. The Government of Canada web presence is commonly known as Canada.ca.

work authorization (autorisation de travail)
A contractual document, issued by the Communication Procurement Directorate of Public Services and Procurement Canada that instructs the agency of record to purchase advertising media space, time or both from media suppliers.

Appendix B: Mandatory Procedures for Advertising

B.1 Effective date

B.1.1 These mandatory procedures take effect on May 11, 2016.

B.1.2 These procedures replace the following Treasury Board policy instruments:

- Communications Policy of the Government of Canada (August 1, 2006)
- Procedures for the Management of Advertising (August 14, 2014)

B.2 Requirements

Planning and coordination

When advertising activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

B.2.1 Confirm whether a project falls within the definition of advertising with the Advertising Coordination and Partnerships Directorate of Public Services and Procurement Canada (PSPC);

B.2.2 Coordinate the planning of all advertising activities with the Communications and Consultations Secretariat of the Privy Council Office (PCO);

B.2.3 Establish performance indicators for advertising campaigns that have a total media buy of over $1 million; and

B.2.4 Consult with Global Affairs Canada when planning to advertise in foreign markets.

Contracting advertising activities

When advertising activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

B.2.5 Work with the Communication Procurement Directorate of PSPC for the procurement of advertising activities, including planning, pretesting, production, media placement and evaluation;

B.2.6 Work with the Advertising Coordination and Partnerships Directorate of PSPC to develop statements of work and to obtain project registration numbers before contracts are awarded;

B.2.7 Manage the advertising contract after it has been awarded; and

B.2.8

Inform the Advertising Coordination and Partnerships Directorate and the Communication Procurement Directorate of PSPC of any changes to the scope of work, amendments to the contract or the media buy strategy.

Production and media planning

When advertising activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

B.2.9 Support the head of communications in complying with the non-partisan advertising oversight mechanism;

B.2.10 Ensure that advertising activities consider the needs and interests of official language minority communities, as well as Indigenous and ethnocultural communities, as applicable;

B.2.11 Submit draft creative elements, media buy strategies and plans to the Communications and Consultations Secretariat of PCO for review;

B.2.12 Forward draft creative elements, media buy strategies and plans to the Advertising Coordination and Partnerships Directorate of PSPC for advice on compliance with legislative and policy requirements;

B.2.13 Obtain required ADV numbers (also known as authorization numbers) from the Advertising Coordination and Partnerships Directorate of PSPC;

B.2.14 Seek the approval of the head of communications to purchase media space directly from media outlets for advertising initiatives that have a total media buy not exceeding $25,000; and

B.2.15 Record information on all advertising activities in the Advertising Management Information Systems (AdMIS).

Pretesting and evaluation of advertising campaigns that have a media buy of over $1 million

When advertising activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

B.2.16 Ensure that research to support advertising campaigns that have a total media buy of over $1 million has been identified on the approved annual public opinion research plan;

B.2.17 Develop pretesting and evaluation plans in consultation with the Communications and Consultations Secretariat of PCO and the Public Opinion Research Directorate of PSPC;

B.2.18 Coordinate the pretesting and evaluation of advertising campaigns that have a total media buy of over $1 million with the Public Opinion Research Directorate of PSPC;

B.2.19 Ensure that all advertising campaigns that have a total media buy of over $1 million are evaluated using the Advertising Campaign Evaluation Tool issued by the Communications and Consultations Secretariat of PCO; and

B.2.20 Forward campaign performance indicators and research results to the Communications and Consultations Secretariat of PCO.

Appendix C: Mandatory Procedures for Public Opinion Research

C.1 Effective date

C.1.1 These mandatory procedures take effect on May 11, 2016.

C.1.2 These procedures replace the following Treasury Board policy instruments:

- Communications Policy of the Government of Canada (August 1, 2006)
- Procedures for Management of Public Opinion Research (August 14, 2014)

C.2 Requirements

Planning and approval

When public opinion research activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

C.2.1 Coordinate the planning of contracted public opinion research projects, including the annual public opinion research plan and any amendments,

with the Public Opinion Research Directorate of Public Services and Procurement Canada (PSPC) and the Communications and Consultations Secretariat of Privy Council Office (PCO);

C.2.2 Consult with the Public Opinion Research Directorate of PSPC before conducting the research or issuing a contract;

C.2.3 Notify the Public Opinion Research Directorate of PSPC and the Communications and Consultations Secretariat of PCO of unanticipated public opinion research projects not included in the annual plan; and

C.2.4 Forward, on request, research instruments, analysis plans, survey data, data tables, reports and status updates to the Communications and Consultations Secretariat of PCO for review.

Contracting

When public opinion research activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

C.2.5 Work with the Public Opinion Research Directorate of PSPC to develop statements of work;

C.2.6 Coordinate all procurement for public opinion research projects with the Communication Procurement Directorate of PSPC;

C.2.7 Inform the Public Opinion Research Directorate and the Communication Procurement Directorate of PSPC before any changes to the original scope of work or any proposed amendments to the contract are made; and

C.2.8 Submit documentation on contracted public opinion research activities to the Public Opinion Research Directorate of PSPC, including estimates, contracts, justification of the choice of supplier, amendments to contracts, information on contract values, information on the intended use of the research, and the dates of data collection.

Conducting and reporting

When public opinion research activities are being considered, public service employees must consult with their Communications Branch, which will undertake the following:

C.2.9 Forward draft research instruments to the Public Opinion Research Directorate of PSPC for review;

C.2.10 Ensure that executive summaries of public opinion research outline how results are expected to be used, as well as the total contract value of the research; and

C.2.11 Provide to Library and Archives Canada and the Library of Parliament separate electronic copies in English and French of final reports and executive summaries of public opinion research for all contracted research projects within six months after the completion of any data collection.

Appendix D: Mandatory Procedures for Social Media and Web Communications

D.1 Effective date

D.1.1 These mandatory procedures take effect on May 11, 2016.

D.1.2 These procedures replace the following Treasury Board policies instruments:

- Communications Policy of the Government of Canada (August 1, 2006)
- Standard on Social Media Account Management (April 1, 2013)

D.2 Requirements

Management of web communications

When publishing to the Government of Canada's web presence, public service employees must consult with their web managers, functional specialists, web content owners or equivalents who will undertake the following:

D.2.1 Prepare web content in accordance with the Canada.ca Content and Information Architecture Specification and the Canada.ca Content Style Guide;

D.2.2

Ensure that equivalent information posted on digital channels and platforms about policies, programs and services is available on the Government of Canada's web presence; and

D.2.3 Follow the mobile application processes as outlined by the principal publisher.

Management of official social media accounts

When managing and creating official social media accounts, public service employees must consult with their web managers, functional specialists, web content owners or equivalents who will undertake the following:

D.2.4 Seek the approval of the head of communications to create all official social media accounts;

D.2.5 Follow the prescribed processes outlined by the principal publisher when:

D.2.5.1 Creating, configuring and disposing of official social media accounts; and

D.2.5.2 Using the Government of Canada's social media platform management tool to manage official social media accounts and collect social media analytics.

D.2.6 Ensure that official social media accounts are configured according to the Technical Specifications for Social Media Accounts; and

D.2.7 Manage official social media accounts throughout their life cycle, including their planning, creation, configuration and implementation.

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